



ORGANIZATION OVERVIEW

Fort Benning, Georgia, is the “Home of the Infantry.” The Infantry is the heart and soul of the Army. Since 1918, Fort Benning has been home to the world’s finest Soldiers, families, civilian employees, military retirees, and volunteers. Every Infantry Soldier and officer in the Army begins his career at the U.S. Army Infantry School and Center. We play a leading role in the development of Force XXI and the Army After Next, which extends past the year 2025. We maintain a premier power projection platform and play a vital role in training and equipping combat forces for the defense of America and her Allies. We are home to the U.S. Army School of the Americas which provides relevant military instruction in Spanish to the nations of Latin America; promotes democratic values; and fosters cooperation among multinational military forces.

We are also a living community where Soldiers and family members live, work, and play. We support a dedicated civilian work force, provide

programs and services for our military retirees and support an overall population in excess of 100,000 on any given day. Our Fort Benning team of professionals is totally committed to those we serve -- Soldiers, civilians, family members, retirees, and citizens of the local community. Our success is the direct result of a clear focus on customers and a commitment to continuous improvement. Our motto echoes throughout the world and exemplifies our commitment to excellence -- **“I AM THE INFANTRY, FOLLOW ME!”**

1. ORGANIZATION DESCRIPTION. We are proud to present this assessment of the U.S. Army Infantry School and Center, Fort Benning, Georgia - 1997 winner of the Presidential Award for Quality; 1994, 1995 and 1997 winner of the Commander-in-Chief’s Army Communities of Excellence (ACOE) Award; 1993 – 1998 winner of the Chief of Staff, Army Award; and 1997 winner of Vice President Gore’s Hammer Award.

WHAT WE DO, WHY WE DO IT, HOW WELL WE DO IT!

VISION	MISSION	PRODUCTS AND SERVICES	GOALS/MEASURES OF SUCCESS
<p>Fort Benning, Home of the Infantry, in partnership with local communities, is a proud, values-based, customer-focused organization that is and will continue to be the Best Installation in the World.</p> <p>MISSION FIRST!</p> <p>First in Training – Readiness - Quality of Life</p> <p>SOLDIERS ALWAYS!</p> <p>I am the Infantry – Follow Me!</p>	<p>Provide the Nation:</p> <p>The World’s Best Infantry Soldiers and Trained Units.</p> <p>A Power Projection Platform capable of deploying Soldiers and Units anywhere in the world on short notice.</p> <p>The Army’s Premier Installation and Home for Soldiers, families, civilian employees, and military retirees.</p>	<p>Infantry Proponency</p> <p><u>Training:</u> Trained Soldiers and leaders for the Infantry and the Army; Ranges, classroom instruction, simulations, trained cadre, and facilities.</p> <p><u>Doctrine:</u> Manuals, Doctrine expertise, access to WWW.</p> <p><u>Futures:</u> Force XXI and Army After Next concepts, DAWE, CEP, ACTD, OICW. Simulations and Execution; Modernization strategies, TRADOC System Managers, Dismounted Battlespace Battle Lab.</p> <p>Force Projection</p> <p><u>Force Projection:</u> Power Projection Platform (Air, Rail, Sea); Deploy and Support the Force.</p> <p>Installation Management</p> <p><u>Quality of Life</u> which includes:</p> <ul style="list-style-type: none">Living CommunityHealth and WellnessLeisure and RecreationSupport Services <p><u>Work Force</u></p> <p><u>Communication & Automation</u></p> <p><u>Purchasing</u></p> <p><u>Resource Management</u></p>	<p>Infantry Proponency</p> <ol style="list-style-type: none"><u>1. Training:</u> Provide the Army the best trained Soldiers, leaders, and training products.<u>2. Doctrine:</u> Provide Soldiers, leaders, and Army units the best warfighting doctrine.<u>3. Futures:</u> Play a leading role in the design of Force XXI and Army After Next. <p>Force Projection</p> <ol style="list-style-type: none"><u>4. Force Projection:</u> Rapidly deploy and support contingency forces anywhere in the world. <p>Installation Management</p> <ol style="list-style-type: none"><u>5. Quality of Life:</u> Provide Best Quality of Life for Soldiers, civilians, families, and retirees.<u>6. Work Force:</u> Recruit, train, and retain a world class, customer focused work force.<u>7. Protection:</u> Protect Soldiers, civilians, families, and resources entrusted to our care.<u>8. Stewardship:</u> Be the most efficient and effective steward of resources in TRADOC.

Figure 1



Location and Size: Fort Benning is located in the lower Piedmont region of central Georgia and Alabama, on the southeast border of Columbus, Georgia. The post, the second largest Army installation in the continental United States, consists of approximately 184,000 acres of river valley terraces and rolling hills. Multiple support missions, as well as recreational activities, can be found within our Georgia and Alabama borders. We manage a 15- ½acre, resort-style, recreational facility in Destin, Florida. We also provide living community, health and wellness, leisure and recreational, and quality of life support services to our ranger camp residents in Dahlonaga, Georgia, and Eglin Air Force Base, Florida.

On a typical day, we train an average of 3,500 new Infantry Soldiers, 2,100 students in other Infantry disciplines, and 200 foreign students. Annually, our students and trainees total over 40,000. On a day-to-day basis, we support approximately 21,000 active duty Soldiers; 50,000 dependents; 6,800 civilian employees; and 19,000 military retirees. Overall, our daily post population for support services is approximately 100,000 Soldiers, students, civilians, retirees and community members.

TRAINING ASSETS		PUBLIC WORKS (Miles)	
Training Rooms	250	Electrical Distribution	590
Training Ranges	53	Water Lines	232
Drop Zones	27	Gas Lines	107
Dahlonaga, GA	1	Steam/Hot Water Lines	67
Eglin AFB, FL	1	QUALITY OF LIFE ASSETS	
Airfields	1	Fire Stations	4
Seaports	1	Police Department	1
BUILDINGS		Schools, Elementary and Middle	7
Number	2,724	Chapels	8
Square Footage (Equal to 5 Pentagons)	19.8 million	Child Development Centers	6
		Commissary	1
GROUNDS		Medical & Dental Facilities	41
Total Acres	184,979	Movie Theater (10-Plex)	1
Improved	11,035	Golf Courses (18 Holes)	2
Paved Roads (Miles)	557	Clubs	4
HOUSING UNITS		Gyms/Fitness/Recreation Ctrs	7
Family Housing	4,070	Outdoor Recreation Areas	2
Barracks Space	18,771	Swimming Pools	7
BEQ/BOQ Facilities	134	Youth Service Centers	4
Guest Housing	115	Youth Gyms	2

Figure 2

Major Markets: Through command structure, the Department of the Army has designated Fort Benning as the proponent for Infantry, thus clearly defining our mission and primary customers --

“What We Do” and “Whom We Do It For.” Fort Benning is a large, complex installation, unlike any other in the Army. We provide services to many of the Army’s one-of-a-kind units. We serve the Infantry community; project our deployable customer Soldiers and units; and provide a wide variety of support services to a diversified customer base.

MARKETS	PRINCIPAL CUSTOMER TYPES	SPECIAL RELATIONSHIPS
Local	Local Community Soldiers, Families, Retirees, Employees	Entitlement Benefits Installation Support Services
Regional	Outlying Organizations Civilian Personnel	Infantry Doctrine Force Projection Installation Support Services
National	Training Centers (JRTC/NTC) Infantry Units Army Installations	Infantry Proponency Force Projection
International	CONUS Multi-National Forces Secretary of Defense	Infantry Doctrine Force Projection

Figure 3

To respond to the needs of those we serve, we segmented our customer and market base into the processes identified in Figure 1, Products and Services.

Our Infantry Proponency enables us to provide unique training services and facilities to all that qualify. Our Doctrine and Futures processes support our training role as the Infantry proponent, acting as research and development entities. We are the only Individual Deployment Site in the Department of Defense and one of fifteen power projection platforms. We also provide installation support services to our Soldiers, families, retirees, civilian employees, and local communities.

Work Force Profile: Our work force is a partnership of military and civilian personnel, augmented and supported by numerous volunteers.

Working together with family members, retirees, and the local community, they make our installation the best place to live, train, and work.



Three bargaining unions represent our civilian work force:

- American Federation of Government Employees, Local 54
- Federal Employees Metal Trades Council
- Service Employees International Union, Local 679.

WORK FORCE	ASSIGNED
OFFICERS	1,339
WARRANT OFFICERS	109
ENLISTED	10,528
CIVILIANS (APPROPRIATED FUND)	4,038
ARMY & AIR FORCE EXCHANGE SERVICE (NONAPPROPRIATED FUND) , AND CONTRACTORS	2,739
VOLUNTEERS	2,132
TOTAL	20,885

Figure 4

EMPLOYEE DEMOGRAPHICS	PERCENTAGES
FEMALE	49%
MINORITIES	47%
HIGH SCHOOL	51%
ASSOCIATES	8%
BACHELORS	12%
MASTERS	5%
PROFESSIONAL	8%
CIVILIAN SUPERVISORS	12%

Figure 5

Organizational Structure: Fort Benning is composed of elements from three important Commands. We are a Training and Doctrine Command (TRADOC) installation housing the U.S. Army Infantry School, as well as important, high priority, early deploying units from the Forces Command (FORSCOM) and Special Operations Command (SOCOM). The heart and soul of Fort Benning is the U.S. Army Infantry School which provides Infantry training and Soldiers that are capable of adapting to any situation, against any opponent, anywhere in the world. The School provides tactics, techniques, and procedures to implement approved doctrine for Infantry units at the brigade level and below.

Major Equipment, Facilities and Technology: As the proponent for Infantry, we have the responsibility to develop doctrine, organizations, training, equipment, and leader development for the Infantry and the Army. Soldier focus guides each step of development, since the individual Soldier is the end user and must put each item to

the test in combat. We have undergone continuous modernization in equipment and technology. As home to the Dismounted Battlespace and Early Entry Battle Labs, we are a “laboratory of the future” in the application of technology. As a key player in Force XXI and Army After Next efforts, we ensure Infantry Soldiers and combined arms forces maintain the overwhelming and decisive edge necessary to be successful in all operational environments. We have also successfully deployed the only E911 enhanced emergency notification and response system in the U.S. Army.

2. CUSTOMER REQUIREMENTS: We recognize that “*What We Do*” and “*Whom We Do It For*” are critical to satisfying customer requirements. Figure 6 depicts our principal customers and their requirements. Although the Department of the Army mandates many of our customers, we recognize the need for attracting local communities. We use a systemic, decentralized approach for identifying customers, potential customers, and their requirements. We identify, segment, and differentiate customers at two levels – units and individuals.

CUSTOMER SEGMENTS	PRINCIPAL CUSTOMERS	CUSTOMER REQUIREMENTS
Infantry Proponency: Training	Infantry Units Infantry Soldiers Infantry Leaders	Combat-trained Infantrymen. Classroom Instruction. Specialized remote training sites. Ranges, Drop Zone, Airfield.
Doctrine	Infantry Units MACOMs Infantry Soldiers Infantry Leaders	Tactical expertise. Sound Infantry Doctrine. On-time delivery. Clear Presentations.
Futures	Infantry Soldiers Infantry Units MACOMs Infantry Leaders	Overmatch of Infantry Combat Systems. Latest technology on-time.
Force Projection	CSA Theater CINC FORSCOM Units SOCOM Units National Guard Air Force, Navy, Marine and Coast Guard Units	Timely and rapid deployment of personnel & equipment where and when needed. Cost effective and efficient. Latest Arrival Dates. Accurate Deployments.
Installation Management: Quality of Life Work Force Communication & Automation Purchasing Resource Management	Unit Commanders, Soldiers, families, workers, retirees, tenants, contractors, local communities.	Quality, timely products and services. Maintain infrastructure. On-time delivery. Convenience. Affordable Cost Accessibility.

Figure 6



3. SUPPLIER AND PARTNERING RELATIONSHIPS. Our relationship with our suppliers and partners is essential to successfully accomplish both our mission and support requirements. Our processes are designed around the needs of customers and involve both internal and external suppliers -- those *“Who Help Us.”*

TYPES OF SUPPLIERS	STATUS	SPECIAL CONSIDERATIONS	PROCESS RELATIONSHIPS
Human Services	Partnership Essential	On-Site Accessibility QUEST Members Entitlements Driven	Quality of Life Installation Management
Products and Services	Preferred Essential Partners	On/Off-Site Subsistence Retail & Grocery Long-Term	Infantry Propensity Installation Management Quality of Life
Contractors and Vendors	Key Essential	Competitive Bid Short-Term Specifications (Dollars, Time, Projects)	Infantry Propensity Installation Management
Resources	Key Essential	Funding and Operating Guidelines	QUEST All Key and Support Process Teams

Figure 7

Our major suppliers provide us with resources; supplies; medical and dental care; construction, food, laundry, and phone maintenance services; repair parts; training support; and refuse disposal. We specify supplier requirements in contracts and agreements and ensure that they are measured and maintained. Our key partners are the Medical and Dental Activities, the Army and Air Force Exchange Service (AAFES), and the Defense Commissary Agency. These activities are collocated on the installation to better serve our customers. Our supplier acquisition process is described in Item 6.3a(2), Figure 6.8.

4. COMPETITIVE FACTORS. Knowing *“Who Else Does it”* enhances our customer satisfaction efforts. Although eligibility and qualification predetermine our customer base for many of our products and services such as medical and dental care, customers seeking housing, shopping, dining, and entertainment have the option to use competitive products and services. Within these parameters, we compete aggressively to keep our current customers satisfied and to seek new customers (Figure 7.5.18).

Our primary competitors are other Army installations with similar missions, products, and services. We compete with them for main construction dollars (Figure 7.2.21), manpower authorizations and funding, as well as new missions and markets. To compete for scarce resources, we must produce the highest quality Soldier and force packages in comparison to other

combat developers (Figures 7.2.18 – 7.2.20). Our Leisure and Recreation process is recognized as the best in the Army and has returned millions of dollars to the installation by competing aggressively with local communities offering similar services (Figure 7.2.5). As a result of our competitive success, we acquired the Regional Civilian Personnel Operations Center and a new Basic Combat Training Battalion on Sand Hill. Our competitive environment will continue to be challenged by

cutbacks in defense spending, increased environmental awareness, privatization initiatives, base closures, force downsizing, cost accounting, and an increasing demand to deploy our Soldiers in support of peacekeeping operations.

CUSTOMER SEGMENTS	COMPETITORS	COMPETITIVE SUCCESS FACTORS
Infantry Propensity: ➤ Training	Other TRADOC Schools, National Guard, Reserves, Specialized Training, Distance Learning.	Combat success. Safe mission. Funding.
➤ Doctrine	Foreign Armies Doctrine.	User satisfaction and confidence.
➤ Futures	Foreign Producers.	Number of programs funded. Shorter response time.
Force Projection	Other Power Projection Platforms	Increased use as Power Projection Platform. Only active Mobilization Station in CONUS. Only permanent Individual Deployment Site. Only CONUS Replacement Center.
Installation Management: Quality of Life Work Force Communication & Automation Purchasing Resource Management	Local Communities. Private Industry. Other Army Installations.	Customer demand and satisfaction. Availability of services. Participation. Efficient operations.

Figure 8



5. OTHER IMPORTANT FACTORS.

Regulatory Environment: Our environment is governed by Federal, state, and local laws or by higher headquarters' policies and procedures. We work within these parameters to accomplish our missions to standard. Our processes focus on performance in compliance with the law and applicable guidance, but always seek to meet or exceed standards.

Where We Go From Here: With decreasing resources in military and civilian manpower, our greatest challenge is to continue providing our customers the best products and services in the Army. We look to the year 2018 when Fort Benning will celebrate its 100th birthday. Our future focus will remain on training, equipping, and deploying Soldiers and units for war. Our Force Projection requirements will increase as Soldiers and units continue to deploy to "Fight and Win our Nation's Wars," as well as to conduct other operations around the world. We will experience major changes in our doctrinal literature program, especially as Force XXI and Army After Next concepts become reality, and we develop doctrine for the Infantry Soldier and the digital battlefield. We expect significant growth in our Infantry Futures' process as a result of ever-increasing developments in technology. Fort Benning will become more involved in realistic testing and demonstration of advanced warfighting systems for the entire Army.

Fort Benning's Quality Journey:

Fort Benning has won the following Quality Awards:

1993, 1994, 1995, 1996, 1997, 1998

ACOE Chief of Staff, Army, Award for Installation Excellence

1994, 1995, 1997

ACOE Commander-in-Chief's Award - Best Army Installation in the World

1997 – Vice President Gore's Hammer Award – 11th Infantry Regiment

1997 – Presidential Award for Quality

TOTAL WINNINGS: \$ 5,200,000.00

1998 – Applicant for Georgia State Quality Award will receive a site visit, timeframe:
26 October through 20 November 1998
(Georgia Oglethorpe)

"I AM THE INFANTRY, FOLLOW ME!"